

THE CULTURAL COLLABORATIVE  
DRAFT RECOMMENDATIONS  
OCTOBER 2004

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*A working draft for discussion purposes.*

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## OVERVIEW

These draft recommendations are the result of six months of community process and research, including community forums, individual interviews, focus groups and other meetings between March and September 2004. This was preceded by the formation of the TCC Steering Committee and the *Finding Ways* Conference in November 2003. The draft recommendations are strategic responses to needs and priorities that emerged from the community process. They are presented here for additional comment and will be refined in response to feedback; it is anticipated that recommendations will be added, deleted and/or changed as a result of continuing Steering Committee and community input.

The draft recommendations are categorized according to the planning issues identified by the Steering Committee, including two additional issues identified during the community process (cultural equity and economic development). Please note that many of the recommendations, although presented under the rubric of one planning issue, address more than one issue.

Each recommendation includes a designated lead agency or agencies sharing responsibility for implementation. Each also includes the beginning date of implementation and resources needed to start. The first year of implementation of the plan is projected as 2005/06, which is the City's first fiscal year following the projected adoption of this plan in early 2005.

## DRAFT RECOMMENDATIONS

### 1. ADVOCACY AND OUTREACH

**Context:** The community expressed a pervasive need to advocate for arts and cultural issues, and to raise community awareness of the role and value of arts and culture within the overall community, the economy and education. In addition, it is considered a priority to make arts and cultural programs more available to all residents through better outreach.

**Vision:** A culturally literate citizenry and community leaders that recognize the importance of arts and culture in civic life, the economy and education, and who actively support arts and culture through community participation, financial contributions, volunteerism, and political advocacy.

#### Recommendations:

##### ***1.1 Develop a new arts and culture advocacy organization, The Cultural Collaborative (TCC), from the membership of the TCC Steering Committee, with the addition of other community leaders.***

- Conduct a TCC conference in early 2005 to roll out the cultural plan and solicit participation in an organized effort to advocate for the plan's full implementation.
- TCC should conduct an annual conference, including broad representation from different sectors of the community, as well as the boards of directors of San Antonio's arts and cultural organizations, to monitor progress in the implementation of the plan and evaluate and adjust the strategies as needed. The conference should include a "creative exchange" highlighting San Antonio's cultural resources.
- TCC may evolve into a nonprofit organization.

Lead Agency:	TCC Steering Committee
Begins:	Immediately
Resources Needed:	Eventually, to be effective, at least part-time staff will be required

##### ***1.2 Promote collaborative marketing and outreach efforts among San Antonio's arts and cultural organizations to achieve economies of scale and cross-over audiences.***

- Support and expand the existing arts marketing program and website, managed jointly by CVB and OCA.
- Facilitate the exchange of audience data among arts and cultural organizations, and/or the development of a communitywide audience list.

- Develop packages of “custom made seasons” that allow patrons to pick and choose among the offerings of several organizations. Also, continue support for and development of packages such as the “Fall Arts Festival.”

Lead Agency: Local cultural organizations, such as CASA and Westside Coalition, in partnership with CVB and OCA

Begins: 2005/06

Resources Needed: Staff resources and related program expenses

**1.3 *Develop package deals with local restaurants, hotels and other businesses to support and facilitate attendance at arts and cultural events.***

Lead Agency: Downtown Alliance, CVB, in partnership with local cultural organizations, Bexar County Arts and Cultural Fund, chambers of commerce and business associations

Begins: 2005/06

Resources Needed: Staff resources and related program expenses

**1.4 *Provide technical assistance to arts and cultural organizations to develop plans for more effective outreach, and matching funds to implement such plans.***

Lead Agency: Nonprofit Resource Center

Begins: 2006/07

Resources Needed: \$25,000 annually for technical assistance and matching grants

**1.5 *Create an advocacy toolkit.***

Lead Agency: TCC, in partnership with local cultural organizations, such as CASA and the Westside Coalition

Begins: 2005/06

Resources Needed: Staff resources

## 2. ARTS AND CULTURAL INFRASTRUCTURE

**Context:** San Antonio is fortunate to have an abundant and diverse collection of arts and cultural facilities and places, including its historic buildings and spaces. The primary infrastructure needs are for support and maintenance of existing facilities, and the continued preservation of historic facilities, rather than the development of new facilities. Also, there is a strong desire to develop and enhance more cultural areas or districts throughout the city. This is viewed as a means of providing authentic, magnetic urban spaces for residents, for attracting and retaining creative businesses and workers, and for attracting cultural and heritage visitors.

**Vision:** High quality, well-equipped and well-maintained facilities and support services that allow the city's artists and cultural institutions to achieve their missions, and that help attract creative people and businesses to San Antonio.

### Recommendations:

#### **2.1 *Provide facility maintenance and operations funds for organizations that operate City-owned cultural facilities.***

- Develop cost estimates for facility maintenance and operations needs.
- Provide funding for facility maintenance and operations separate from funding for programs or general operations.

Lead Agency:	Asset Management Department, OCA
Begins:	Depends on adoption of recommended revenue source(s)
Resources Needed:	Staff resources

#### **2.2 *Establish a capital fund and provide matching grants to local arts and cultural organizations for facility projects, such as construction, renovation and endowment.***

Lead Agency:	Asset Management Department, Economic Development Department
Begins:	Depends on adoption of recommended revenue source(s)
Resources Needed:	Staff resources

**2.3 Consider the development of a bond issue to address deferred maintenance and capital improvement of City-owned cultural facilities, and to help fund the facility projects of local nonprofit arts and cultural organizations.**

Lead Agency: TCC, City Council, Bexar County  
Commissioners Court, Finance  
Department, Asset Management  
Department  
Begins: 2006/07  
Resources Needed: Staff resources

**2.4 Explore the creation or further development of cultural districts or zones in areas such as the Houston Street area, South Flores, South Town, Guadalupe Street and the Deco District.**

- Cultural districts already exist to varying degrees in some areas; conduct community research and planning to identify next steps for such issues as designation, signage, structure, funding, programming and marketing.

Lead Agency: OCA, Planning Department, CVB,  
Downtown Alliance, Public Works,  
VIA  
Begins: 2006/07  
Resources Needed: Staff resources for planning

**2.5 Develop an inventory of available cultural venues and potential venues, such as at Kelly USA and Brooks Air Force Base, and provide referrals and incentives to make the spaces more available for arts and cultural programs.**

- Cultural venues to be inventoried should include not only the established venues but also parks, libraries, school facilities (including Edgewood Academy of Fine Arts), community centers and colleges. Potential venues include Kelly USA and Brooks City Base, which should be explored as potential resources for economic development strategies for creative businesses, as well as for other arts and cultural programs.

Lead Agency: OCA, Brooks City Base, Kelly USA  
Begins: 2005/06  
Resources Needed: Staff resources for the inventory

**2.6 *Explore the development of an outdoor amphitheater in Hemisfair Park.***

Lead Agency: CVB, Parks and Recreation  
Department, OCA, Asset  
Management Department  
Begins: 2006/07  
Resources Needed: Staff resources for planning

**2.7 *Acquire a well-equipped portable stage to support festivals and special events in parks and neighborhood settings.***

Lead Agency: Parks and Recreation Department  
Begins: 2007/08  
Resources Needed: \$350,000 - \$400,000 for equipment  
purchase

### 3. ARTS AND CULTURE IN EDUCATION

**Context:** San Antonio's arts and cultural organizations currently provide a substantial amount of arts education programming, yet there is a need for expanded programs, particularly in schools, for youth, and in under-served areas of the city. Initial efforts have been made to document the state of arts education within the public schools, through *The Arts Dynamic* report, and while there are some programs and resources in the schools, an overriding goal is to make them more widely available, and eventually reintegrate arts education into the core curriculum. There are significant local and statewide obstacles to achieving this goal on a systemic basis. Accordingly, there is a need for policy-level action to address the systemic obstacles. There is also a desire to better integrate school-based programs with lifelong learning programs.

**Vision:** A fully developed, coordinated and well-supported system of arts and cultural learning opportunities in which schools actively partner with San Antonio's cultural institutions to integrate arts and culture into the curricula, and in which citizens of all backgrounds, ages and interests have access to lifelong learning in arts and culture.

#### Recommendations:

##### **3.1 *Make existing arts education resources more available through information and referrals, coordination of existing programs, and development of a comprehensive resource directory.***

- Strengthen linkages among school-based and lifelong learning programs by convening program managers to network, share plans and identify collaborative opportunities.
- Create an inter-departmental COSA committee to identify and develop arts education opportunities within city programs. Departments include Community Initiatives, Libraries and Parks & Recreation.

Lead Agency:	OCA in partnership with, for the resource directory, CASA's Arts Education Task Force
Begins:	2005/06
Resources Needed:	\$50,000 for resource directory, plus staff assistance

### **3.2 *Address arts education on a policy level through leadership, research, planning and advocacy.***

- Convene a leadership group to develop a communitywide arts education policy and a plan, including a comprehensive advocacy and community awareness program.
- Compile a research compendium to support advocacy efforts.
- Identify local model schools and programs, and document their educational outcomes as case studies.

Lead Agency: OCA in partnership with CASA's Arts Education Task Force and TCC  
 Begins: 2005/06  
 Resources Needed: Staff resources plus potential research costs

### **3.3 *Create an OCA arts education staff position.***

- Work in close cooperation with CASA's Arts Education Task Force.

Lead Agency: OCA  
 Begins: 2005/06  
 Resources Needed: [OCA to determine staff salary costs]

### **3.4 *Strengthen the programming and arts education curricula at the Edgewood Fine Arts Academy.***

- Improve programming to position the Academy as an arts and cultural center in San Antonio

Lead Agency: Edgewood Fine Arts Academy, Edgewood School District, arts and cultural organizations  
 Begins: 2005/06  
 Resources Needed: TBD

## 4. CIVIC AESTHETICS AND PUBLIC ART

**Context:** San Antonio is rich in historical and cultural resources. However, many planning participants report that the City has no overarching urban design vision that will ensure that the built environment being created today is contributing enduring value. The City's public art program, while well-established, would benefit from development of a cohesive vision that would give the collection a better-focused and -articulated artistic identity, and would increase its value to the community.

**Vision:** A strong and well-supported program of public art, urban design and architectural preservation that, over time, will integrate arts and culture throughout the city's built environment, preserve San Antonio's historical resources and enhance its contemporary architecture and urban design.

### Recommendations:

#### ***4.1 Develop an urban design master plan.***

- Address the issues of articulating a community vision and identity for San Antonio's built environment, and integrating its historic and contemporary aesthetics.
- Develop an inventory of artistic and aesthetic assets in San Antonio's downtown and selected neighborhoods to inform local urban design decisions.

Lead Agency: Planning Department  
 Begins: 2006/07  
 Resources Needed: \$100,000 - \$175,000

#### ***4.2 Create an Urban Design Review Board with authority for all new development in San Antonio.***

- Adopt standards and structure developed through the urban design master planning process.

Lead Agency: Planning Department  
 Begins: 2007/08  
 Resources Needed: Staff resources

**4.3 Develop a Public Art Master Plan for San Antonio.**

- Explore adoption of a requirement for public art in new private development.
- Explore ways to enhance program management and effectiveness, including potential transfer of responsibility for the Public Art and Design Enhancement Program from the Public Works Department to OCA.

Lead Agency: Public Art and Design Enhancement Program (Public Works Department), Economic Development Department, Planning Department, AIA, OCA

Begins: 2005/06

Resources Needed: \$75,000 – 100,000

## 5. CREATIVE INDIVIDUALS

**Context:** San Antonio is home to a vibrant community of individual artists. This community has expressed the desire to be better connected among themselves and with the community as a whole, to have greater work opportunities, to be better recognized for its role in the larger community, and to have a greater voice in San Antonio's civic life. In addition, San Antonio has a growing workforce of creative individuals and businesses who have expressed the overarching need for more cultural places and opportunities.

**Goal:** A strong system of support for professional and amateur artists of all ages, creative individuals and local creative businesses that have the facilities and resources to produce their work, who are recognized for their talents locally, regionally and nationally, and who contribute to San Antonio's economy.

### Recommendations:

#### ***5.1 Create a program of fellowships for individual artists of all disciplines in San Antonio.***

Lead Agency:	OCA
Begins:	2006/07
Resources Needed:	\$50,000 annually for fellowships plus related program expense, such as exhibition, marketing and catalogue.

#### ***5.2 Develop support services for San Antonio artists, including networking opportunities, information and referral services, a resource directory, professional development training, and leadership development.***

Lead Agency:	OCA
Begins:	2006/07
Resources Needed:	Staff resources plus related program expenses, including \$25,000 annually for professional and leadership development

#### ***5.3 Explore the possibility of developing a co-operative gallery for San Antonio's vibrant community of visual artists.***

Lead Agency:	OCA, in collaboration with visual artists in the community.
Begins:	2007/08
Resources Needed:	Staff resources plus cost of build-out of gallery

## 6. CULTURAL AND HERITAGE TOURISM

**Context:** San Antonio has rich cultural and historic resources that currently enhance its tourism, and the city ranks highest among comparable cities for these attractions. However, tourism marketing has not maximized the value of these assets and there is a strong desire to better promote San Antonio's cultural identity. There is a shared understanding of the benefits of cultural and heritage tourism, in terms of visitor spending, length of stay, filling underutilized hotel capacity, and promoting a more authentic community image. There is also a desire to convert day visitors into overnight visitors, and to encourage visitors to move beyond the Riverwalk into other downtown areas (including Hemisfair Park) and into the neighborhoods.

**Vision:** Local, regional and national recognition of San Antonio as an important cultural and heritage destination, and of the vital role San Antonio's arts and cultural community plays as an economic generator for the city, enhancing local culture and tradition, attracting visitors, and bringing together residents and visitors.

### Recommendations:

#### **6.1 Create a cultural and heritage tourism program within CVB designed to promote San Antonio's cultural assets and identity, move visitors beyond current zones, and encourage visitation in neighborhoods.**

- Create a broadly-based committee to advise the cultural and heritage tourism program, including CVB, OCA, Economic Development Department, International Affairs Department, Film Commission, arts and cultural organizations and other relevant stakeholders.
- Develop a matching grants program for arts and cultural organizations to fund marketing expenses related to the goals of the cultural and heritage tourism program.

Lead Agency:	CVB
Begins:	2005/06
Resources:	Staff resources, plus related program expenses for marketing, product development, etc.

#### **6.2 Develop a cultural and heritage tourism plan to inform the goals, structure and operations of the new cultural and heritage tourism program.**

Lead Agency:	CVB
Begins:	2005/06
Resources:	\$75,000 plus staff resources

**6.3 Create a CVB staff position dedicated to cultural and heritage tourism.**

- Coordinate efforts with OCA's marketing staff.

Lead Agency: CVB  
Begins: Immediately  
Resources: [CVB to determine staff salary costs]

## 7. CULTURAL EQUITY

**Context:** Cultural equity emerged from the early phases of community process as an important issue to include in TCC. San Antonio's demographics also strongly suggest the need to address this issue through planning. According to the 2000 US Census, San Antonio is the eighth largest US city, with approximately 1.1 million residents. Its population includes more than 58.7% persons of Hispanic origin and 6.8% African Americans. National research indicates that arts participation among these groups is lower than among Caucasian citizens, except for festivals and family-oriented events. In addition, the TCC Executive Committee defined cultural equity as an ongoing goal that includes mutual respect for diverse cultures and the fair distribution of resources among cultural communities.

**Vision:** San Antonio's leadership and creative community have an ongoing commitment to cultural equity. Residents have a wide range of opportunities to participate in arts and cultural activities that are relevant to their own and others' cultural backgrounds. The community's arts and cultural organizations have broad representation in their boards and staff and offer and market programs that appeal to the diverse interests of all citizens.

### Recommendations:

**7.1 *Develop a cultural equity policy statement to guide OCA's efforts to ensure that City programs and City-supported cultural institutions reflect the community's cultural and ethnic diversity.***

Lead Agency: OCA  
 Begins: 2005/06  
 Resources Needed: Staff resources

**7.2 *Develop "Opportunity San Antonio," a program of board training with special outreach to persons of color wishing to participate in the governance of San Antonio's cultural institutions.***

Lead Agency: Local chambers of commerce,  
 Nonprofit Resource Center,  
 Neighborhood Resource Center,  
 OCA  
 Begins: 2006/07  
 Resources Needed: Part-time staff plus related program  
 expense

**7.3 *Provide technical assistance to arts and cultural organizations to develop plans for cultural equity, and matching funds to implement such plans.***

Lead Agency: OCA, CASA, Westside Coalition  
 Begins: 2006/07  
 Resources Needed: \$25,000 annually for technical  
 assistance and matching grants

## 8. ECONOMIC DEVELOPMENT

**Context:** The Cultural Collaborative is founded in part on the observation that San Antonio's creative economy is an important and under-recognized economic sector, and that the community as a whole will benefit from development of the sector. Initial efforts towards this goal have been made: 1) a formal economic impact study is underway (a partnership of the Economic Development Department and OCA), 2) a directory of the creative community is being compiled, and 3) SATAI has created a Digital Media Arts Cluster to promote small business development in this portion of the creative economy. The recommendations are designed to align with and reinforce existing economic development plans, including San Antonio, Inc., EDD...

**Vision:** A well-understood and well-planned creative economy that is recognized by residents and visitors for its unique and authentic cultural identity, that partners successfully with other economic sectors, and that strengthens San Antonio's overall economy through the creation of sustainable jobs.

### Recommendations:

#### ***8.1 Identify and pursue economic growth opportunities within San Antonio's creative economy through strategic planning for the sector.***

- Conduct an economic impact study of the creative industry and conduct a cluster analysis of the creative industry.
- Include The Cultural Collaborative as a member of the Economic Roundtable.
- Enhance targeted business recruitment, expansion, and retention efforts.
- Create an Arts and Culture Committee in partnership with Chambers of Commerce.
- Implement the San Antonio Technology Accelerator Initiative action plans, particularly with respect to fostering the growth of the digital media cluster.
- Promote the further development of San Antonio as a cultural and heritage tourist destination.
- Identify, support, and champion public/private investments in infrastructure necessary to support the growth of the creative sector.

Lead Agency: EDD, in partnership with OCA and San Antonio Inc. Additional partners could include the Greater San Antonio Chamber of Commerce, SATAI, CVB, and representatives of creative businesses.

Begins: Immediate (Economic Impact Study is underway)  
 Resources: Staff resources

**8.2 *Provide small business assistance targeted at creative businesses, including sole proprietorships.***

- Create a nonprofit incubator to manage the business affairs of creative businesses and provide business training.
- Establish a business training program for creative businesses, modeled on SATAI.
- Develop and enhance programs that provide access to capital and credit for small creative businesses.

Lead Agency: EDD, in partnership with OCA and San Antonio Inc. Additional partners could include SATAI, South Texas Business Fund, Chambers of Commerce, UTSA Institute for Economic Development, Accion, Community Development Loan Fund, Nonprofit Resource Center.

Begins: 2005/06  
 Resources: Staff resources

**8.3 *Foster and support the development of the creative workforce.***

- Leverage elementary schools, middle schools, high schools, and higher education institutions to provide programs that develop a future creative workforce to grow and sustain the creative sector.
- Work with local school districts, PTAs, and education committees to enhance the arts education at the K-12 level.
- Support the securing of flagship status (i.e., Tier I Doctoral/Research Extensive Status) for the University of Texas at San Antonio.
- Support the expansion of the Culinary Arts program at St. Philips College.
- Facilitate the creation of new culture and arts degrees and the expansion of existing culture and arts degrees at local colleges and universities.

Lead Agency: EDD and OCA, in partnership with local school districts, local Parent-Teacher Associations, University of Texas at San Antonio, St. Mary's

University, Trinity University,  
University of the Incarnate Word,  
Our Lady of the Lake University,  
Alamo Community College District,  
San Antonio, Inc.  
Begins: 2005/06  
Resources: Staff resources

#### **8.4 *Promote revitalization in targeted areas.***

- Facilitate the redevelopment of specific areas through the creation of cultural districts or zones.
- Foster the development of cultural facilities and programs within targeted areas.
- Support implementation of the Downtown Strategic Plan.

Lead Agency: EDD and OCA, in partnership with  
Neighborhood Action Department,  
Downtown Advisory Board,  
Chambers of Commerce,  
representatives of creative  
businesses  
Begins: 2005/06  
Resources: Staff resources

#### **8.5 *Coordinate the efforts to develop the creative economy.***

- Coordinate economic development efforts through The Cultural Collaborative and San Antonio, Inc.
- Establish performance measures to track and promote results of the aforementioned initiatives.
- Ensure reporting and accountability of the partner commitments to the economic development of the creative sector through reporting at The Cultural Collaborative and San Antonio, Inc. annual conferences.

Lead Agency: The Cultural Collaborative, San  
Antonio, Inc., EDD and OCA  
Begins: 2005/06  
Resources: Staff resources

## 9. RESOURCES

**Context:** The need for increased funding to address the community's arts and cultural needs is a high priority. San Antonio's public funding in this area is lower than comparable cities and private funding appears to be lower as well. In addition, government spending is frequently a net gain for local governments. According to Americans for the Arts' study "The Arts and Economic Prosperity" (2002), public funding generates government revenues equal to eight times government spending on the arts.

**Vision:** A diverse system of public and private resources, partnerships and collaborations to support the artistic and cultural growth of the city, backed by the leadership to create and sustain the system.

### Recommendations:

#### ***9.1 Promote the increase of private funding for arts and culture.***

- Develop a quarterly forum for dialogue among public and private funders to identify and address arts and cultural issues of communitywide importance, and assist with advocacy on these issues.
- Support the development of the Bexar County Arts and Cultural Fund.

Lead Agency: TCC, private funders, OCA  
 Begins: Immediate  
 Resources Needed: Staff resources

#### ***9.2 Increase the share of Convention and Visitors Facility Fund (CVFF) allocated to arts and culture through 1) an increase in the percentage of CVFF allocated to OCA, and 2) allocation of existing CVB funds to cultural tourism.***

Lead Agency: CVF Fund Departments  
 Begins: 2005/06  
 Resources Needed: Staff resources

#### ***9.3 Increase funding allocated to OCA for new staff positions and related program expenses, including increased grant-making.***

- Cultural Arts Board review and revise funding guidelines.

Lead Agency: OCA  
 Begins: 2005/06  
 Resources Needed: [TBD]

**9.4 *Develop a new, dedicated tax-based revenue stream for arts and culture through a joint sales tax initiative in collaboration with other community organizations.***

Lead Agency: OCA in partnership with other organizations, such as the Library Foundation and Parks and Recreation Department. TCC lead on advocacy.  
Begins: 2005/06  
Resources Needed: Staff resources; lobbying funds

**9.5 *Utilize partnerships and collaborations to maximize the impact of arts and cultural resources.***

- Whenever possible, implementation of TCC recommendations should utilize such relationships. This will help strengthen the environment of cultural support in San Antonio, and promote information sharing and collective action.

Lead Agency: Shared  
Begins: Throughout  
Resources: None

## 10. VITAL NEIGHBORHOODS

**Context:** There is a strong desire to make arts and cultural programs more available in neighborhoods throughout the city. This is viewed as a way of creating greater access to such programs, supporting the vitality of San Antonio's neighborhoods, and enhancing the diversity of the city's population and heritage. It can also serve as a component of the recommended cultural and heritage tourism program.

**Goal:** Strong neighborhoods that possess the resources and facilities to permit arts and culture to reinforce community interaction, tradition and pride through a diverse program of performances, exhibitions, festivals and other activities.

### Recommendations:

***10.1 Develop a juried Neighborhood Arts "Catalogue" of arts classes, exhibitions, performing arts groups and literary arts programs, supported by matching grants from the City to neighborhood based organizations, such as schools, libraries and churches.***

Lead Agency:	OCA, Neighborhood Resource Center, Library Department
Begins:	2005/06
Resources Needed:	\$30,000 for catalogue production and distribution; \$50,000 annually for matching grants.

***10.2 Develop, within OCA, a "one-stop" permitting process for festivals and special events, coordinating all city support services—police, street closures, sanitation, etc.***

Lead Agency:	Economic Development Department, OCA, Parks and Recreation Department
Begins:	2005/06
Resources Needed:	Staff resources

***10.3 Establish an affordable fee schedule for cultural organizations and festivals to use city-owned venues.***

Lead Agency:	OCA, Parks and Recreation Department
Begins:	2005/06
Resources Needed:	Staff resources

**10.4 Develop and convene, with the Neighborhood Resource Center, a committee of neighborhood “cultural captains” to serve as advisors and information disseminators.**

Lead Agency: CASA, in partnership with Westside Coalition, Neighborhood Resource Center and OCA  
 Begins: 2006/07  
 Resources Needed: Staff resources

**10.5 Complete implementation of OCA’s neighborhood tour packages.**

Lead Agency: OCA, in collaboration with CVB and the cultural and heritage tourism committee  
 Begins: 2006/07  
 Resources Needed: \$30,000

**10.6 Create an organizational incubator for emerging cultural organizations and programs, located in areas with limited cultural opportunities.**

- Consider locating the incubator at Edgewood Fine Arts Academy and/or Brooks City Base and KellyUSA.
- Create a Community Arts Coordinator staff position.

Lead Agency: OCA, Nonprofit Resource Center, CASA  
 Begins: 2006/07  
 Resources Needed: [TBD]